



Providence
Schools

**Turnaround Action Plan
Update 11.10.21**

**2019
NOVEMBER**
State intervention
in Providence Public
Schools (PPSD) begins



**2019
DECEMBER**
Community Design
Team created



**2020
FEBRUARY**
New Leadership
appointed in PPSD



**2020
MARCH**
• COVID-19 Pandemic
begins and schools close
• Schools move to
distance learning



**2020
JUNE**
Turnaround Action Plan
(TAP) finalized and launched



**2020
SEPTEMBER**

- Providence Schools re-open with Hybrid Learning
- New K-8 Curriculum introduced
- Teachers receive 8 Professional Development (PD) Days
- Increased school cleaning

**2021
JULY**

- Summer Learning Program opens to all K-12 Providence School students, includes elementary program for first time in decades
- New PTU contract signed
- New 9-12 unified curriculum for math & ELA



**2021
JUNE**

Dr. Javier Montañez appointed as Acting Superintendent



**2021
MAY**

PPSD commits to \$4M to add four additional teacher PD Days



**2021
JANUARY**

Coats distributed to all PPSD students

**2021
SEPTEMBER**

- PPSD returns to full in-person learning
- New 9-12 Curriculum implemented
- Guidance Counselors in all Elementary Schools
- Community Specialists in all secondary schools



TURNAROUND STARTED AND THEN FOUR MONTHS LATER COVID HIT

Setting the Stage: The Impact of COVID-19 on Student Learning

COVID-19 significantly disrupted learning across Rhode Island and in every state in the country. In Massachusetts, our neighboring state, they saw a decline of 6% in ELA and 16% in math.

Providence was one of the communities most impacted by COVID-19 in Rhode Island.

- Providence saw one of the highest rates of transmission in the state.

The state intervention had only been underway for 4 months when the Covid-19 pandemic hit - forcing state and local leaders to close schools to protect our school communities. While already in a crisis - attempting to repair the cracks of a broken system - the pandemic created more cracks in the foundation.

During the initial onset of the COVID-19 Pandemic, PPSD still established a strong foundation by adopting the Turnaround Action Plan in Summer 2020. PPSD has already made significant strides to address major issues identified in the Johns Hopkins report.

Turnaround Action Plan (TAP) Development: A First Step in a New Direction

The TAP lays out a comprehensive plan to implement and evaluate our success in reimagining education for Providence's students.

- A **high-level strategy** was developed for each of the three pillars and foundational principle. From there, three years of **initiatives** were developed as priority items for each year.
- **PPSD's Community Design Team** drove the TAP, with 75% of the CDT's recommendations included.
- The TAP includes **multiple measures** to ensure that PPCSD's turnaround is both impactful and sustainable. Growth metrics have been designed to keep up with RI's highest performing districts.
- Every initiative has a clear PPCSD owner, and PPCSD has established an **efficient project management system** to track progress towards implementing each initiative and achieving key outcomes.
- The plan's five-year goals will be publicly available through the **PPSD Transformation Scorecard**.



“All children will have the opportunity to attend a world-class school that will not only challenge and motivate them academically but will prepare them for success in adulthood.”

Turnaround Action Plan

Excellence in Learning

Excellence in Learning

Accomplishments

The district has adopted a K-12 High Quality Curriculum, with embedded formative assessments to track children's' progress in mastering the standards.

RIGOROUS CURRICULUM

- Adopted high quality and rigorous curriculum with embedded formative assessments to track children's progress to mastering the standards including Eureka Math curriculum K-5, Illustrative Math 6-10, American Reading Company K-8, and McGraw Hill curriculum for high school ELA and Math.
- Development of the early literacy framework with a strong focus on developing teacher knowledge in early literacy skills and oral language development including the developmental stages of phonological and phonemic awareness.
- Introduced MyON as supplemental curriculum materials.

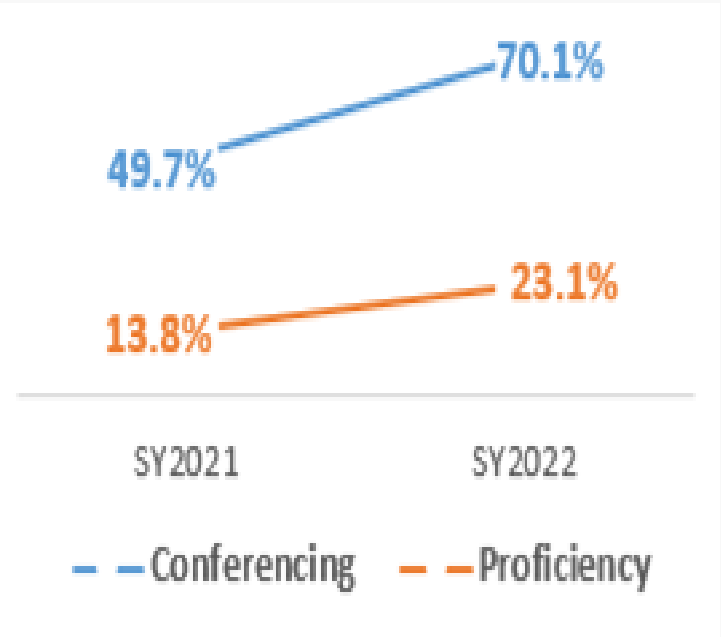
Professional Learning Communities meet in multiple configurations to review data and improve student learning.

HIGH QUALITY INSTRUCTION

- Content teams meet weekly.
- All teachers receive tiered levels of coaching to improve instruction district wide.
- Added roles including elementary guidance counselors; math and literacy coaches & community support roles.
- Prepared new elementary guidance counselors for AY21-22 through professional development.
- Staff attended 19,075 total hours of Sheltered Content Instruction professional development.

Indicators of Impact

IRLA Proficiency in Reading as Defined by ARC*



*Blue: Conferencing rate, percentage of students who have had a conference with their teacher in the past 14 days. Orange: Proficiency in Reading as defined by ARC.

Excellence in Learning

Accomplishments

Schools now have teams to focus on student social emotional development and attendance which includes guidance counselors, community specialists and culture/equity specialists.

STUDENT SUPPORTS

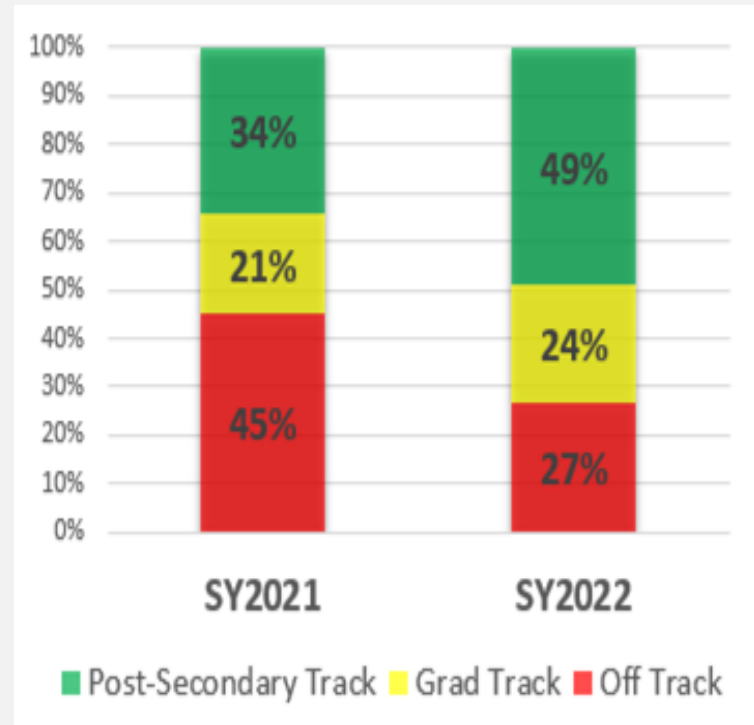
- Monthly district wide professional development to focus on student needs.
- Developed and launched Pre-K expansion plan.
- Implemented High School goals focused on increasing the percentage of freshman on track and graduation rate.
- Administered the Social Emotional Competency Assessment (SECA) an assessment monitoring the social emotional health and growth of students.
- Launched chronic absenteeism reduction strategies.
- Students to receive stipends to work in PPSD and Providence after school programs.
- Combined EMT Program for seniors in Hope CTE JROTC and Central CTE Law & Public Safety. Doubled the number of P-Tech seats and opened seats in 11 CTE programs at PCTA.

UPCOMING PRIORITIES

- Hosting early literacy framework input and feedback sessions.
- Establishing a list of pre-approved curriculum vendors along with current and up date to pricing and resources
- Launch 100 hour CTE internships and job shadow opportunities.
- Adding content specific supervisors to monitor and support curriculum implementation.
- Adding Pre-K Literacy Specialist and Reading Specialist to the curriculum team.

Indicators of Impact

Freshman On Track Rates October Year Over Year

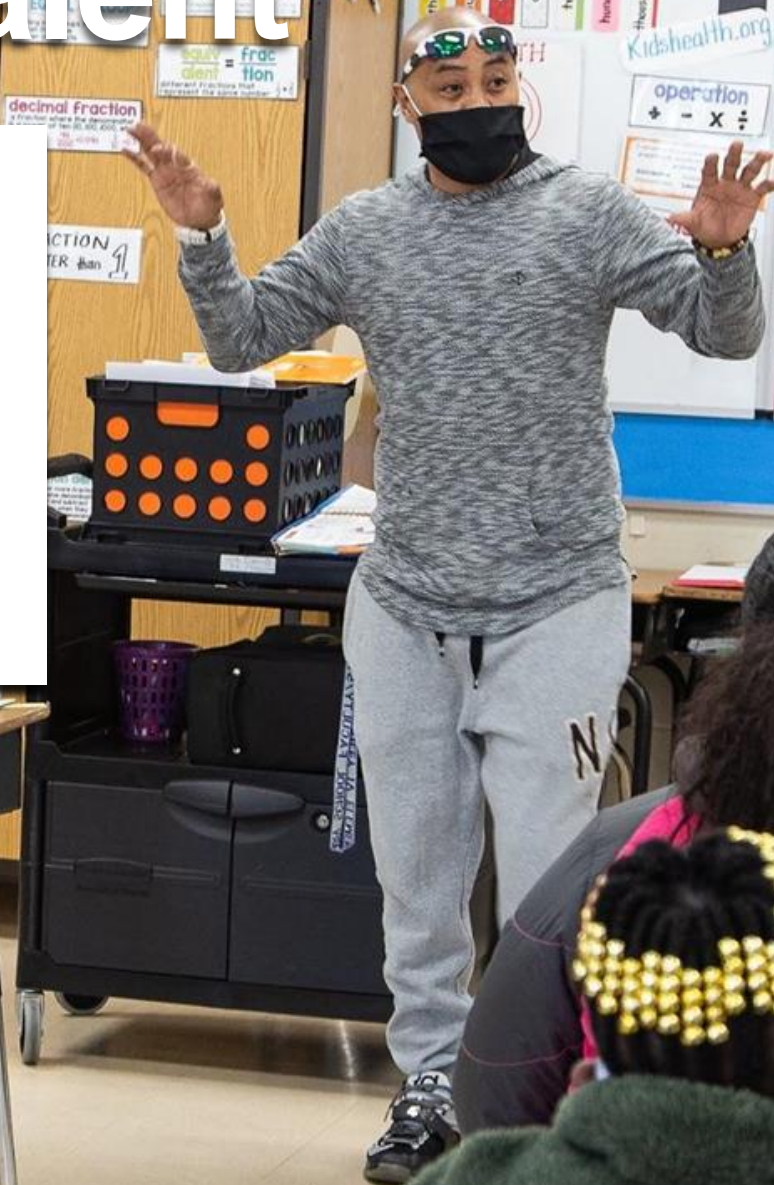


- Graph compares freshman on track rates based on snapshot data from October 31, 2020 and October 31, 2021.

World-Class Talent

“All students must be taught by a well-trained, culturally responsive, motivated teacher who has the credentials needed to be effective in the classroom.”

**-
Turnaround Action Plan**



World-Class Talent

Progress

RECRUITMENT AND PIPELINE DEVELOPMENT

- Launched new leader residency program as part of grant from the USDOE, hiring 7 leader residents to build a leadership “bench”
- Reached a Memorandum of Agreement with Rhode Island Laborers Union Local 1033 that strengthens the teacher assistant to teacher pipeline
- Through support from RIF, hired specialist focused specifically on strengthening pipelines for teachers of color

HIRING

- Established partnership with the Rhode Island Foundation to provide loan reimbursements to newly hired teachers of color for up to \$25K
- Continued hiring for new roles including community specialists, guidance counselors and Assistant Principals

RETENTION

- Submitted application to launch the District’s first in-house ESL certification program
- Provided Praxis Support for early career teachers

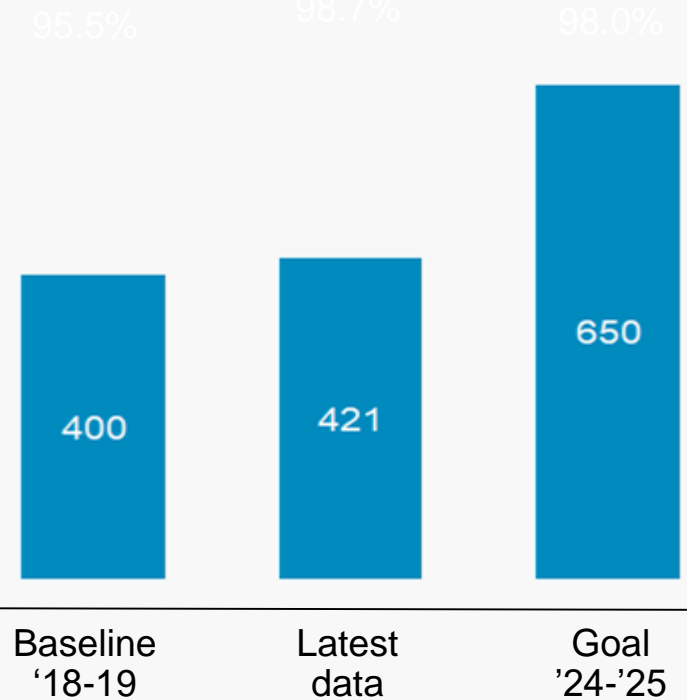
UPCOMING PRIORITIES

- Aggressive recruitment and early hiring campaign for upcoming school year
- Implement Teacher Ambassador program to support onboarding and retention of new teachers.
- Continue refining PPSD principal competencies, compensation and career pathway as part of USDOE grant

Leading Indicators of Impact¹

Educators of color in the workforce

(count)



1: See TAP for full set of metrics; achievement data available beginning next November)



Efficient District Systems

“Strategies will be put in place to elevate student and community voices in a meaningful way and provide effective avenues for engagement for all families and all students, with communications that are more accessible, transparent, and culturally appropriate and responsive.”

Turnaround Action Plan

Efficient District Systems

Progress

PTU AGREEMENT

Reached an agreement with the PTU on a 2020-23 contract (August 2021) that:

- Accelerates the hiring process resulting in fewer lost opportunities with respect to best candidates.
- Reforms teacher evaluation process to include student learning outcomes and/or objectives and a clear path for removing underperforming teachers.
- Recognizes the challenges of the past year by giving all teachers a one-time bonus upon ratification.

FUNDING & BUDGETING

- Increased school-based discretionary funding by \$440K.

FACILITIES

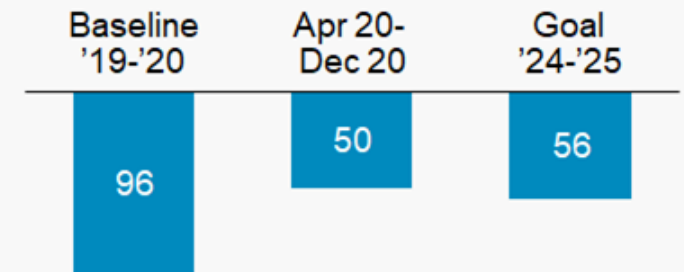
- Created the Capital Revolving Fund to support long-term school capital improvements.
- Began design and prepared for construction of key Stage I projects including Classical, Pleasant View, and Hope.

UPCOMING PRIORITIES

- Finalize vendor to support the development and launch of a district data warehouse
- Begin training school leaders to support the rollout of a online budgeting tool.
- Develop Stage II submission for next round of capital projects
- Implement new contract with the PTU, including a revised evaluation and hiring system.
- Expand customer service standards and trainings to central office.

Leading Indicators of Impact¹

Decrease the average number of days from when a proposal is submitted to when a contract is awarded
(days; avg.)



¹: See TAP for full set of metrics; achievement data available beginning next

PPSD's Capital Plan in Action - Hope High School

PPSD's new capital plan is leading to transformative changes in our school buildings. These changes will directly enhance each student's experience, such as renovations of the auditorium and library in Hope High School.

From this:



Broken chair in Hope HS auditorium



To this:



High impact visual enhancement of planned renovations

Interactive 3D rendering!!!



PPSD's Capital Plan in Action - 21 Peace St.

PPSD's new capital plan is leading to transformative changes in our school buildings. The recently donated St. Joseph's Hospital building will be transformed into a new, state-of-the-art, PK-8 dual language school.

From this:



Old St. Joseph's Hospital



To this:



Brand new, state-of-the-art, dual-language PK-8 school



Engaged Communities

“Strategies will be put in place to elevate student and community voices in a meaningful way and provide effective avenues for engagement for all families and all students, with communications that are more accessible, transparent, and culturally appropriate and responsive.”

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Turnaround Action Plan

Engaged Communities

Progress

FAMILY & COMMUNITY SUPPORT

- Launched chat and Live Agent features of the District's rapid response tool.
- Launched parent resource portal/clearinghouse, a one-stop information & referral system for families.
- Hosted New Family Orientation for families new to PPSD.
- Started recruiting District-wide parent ambassador program recruiting family members to serve as liaisons at each school.
- Established partnership with Community College of Rhode Island for the Parent University's credit-bearing courses and workforce development certificates.
- Parent Teacher conference preparation training for families launched in early October.

STUDENT ENGAGEMENT

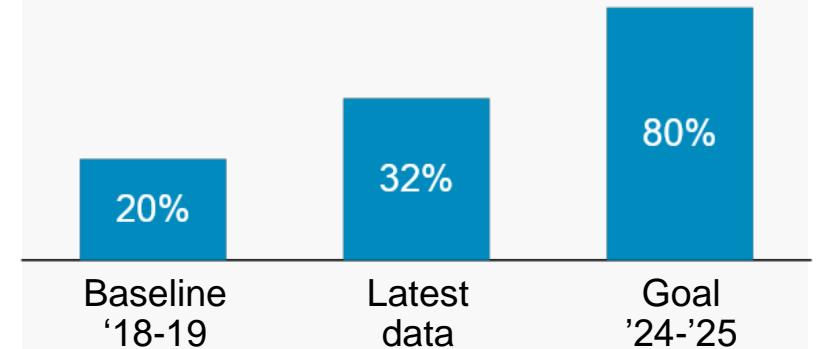
- Hosted Student Advisory Council meetings.
- Provided leadership training for Student Advisory Council members in partnership with BreakThrough Providence.
- Selected vendor to complete the student record digitization project – a project focused on digitizing decades of Providence Public Schools District student records.

UPCOMING PRIORITIES

- Launching a District-wide parent ambassador program aimed toward increasing parent involvement in their respective schools.
- Begin implementation of offering parent certification opportunities in partnership with CCRI.

Leading Indicators of Impact¹

Percentage of families responding to SurveyWorks!



PPSD SY20-21 SurveyWorks Results: A Sample of Self-Reported Outcomes

Students
Grades 3-5

Student Teacher-Student Relationships



School Belonging



Students
Grades 6-12



Resources

Teachers & Staff
I. Teacher Survey



Teachers & Staff
I. Support Professional



Teachers & Staff
Building Administrators



School Leadership

Teachers & Staff
I. Teacher Survey



Teachers & Staff
I. Support Professional



PPSD SY20-21 SurveyWorks Results: A Sample of Self-Reported Outcomes

School Climate

Family Members
Family-School Relations



Teachers & Staff
I. Teacher Survey



Teachers & Staff
I. Support Professional



Students
Grades 3-5



Students
Grades 6-12



School Safety

Family Members
Family-School Relations



Students
Grades 3-5



Students
Grades 6-12



Across the Board, Stakeholders Self-Report Positive Change

- Across all surveys administered (teachers, students, and families), **stakeholders self-report positive changes** in school climate, safety, student-teacher relationships, and resources.
- The **magnitude of these positive changes varies**, ranging from a 2-percentage point increase (school belonging), all the way to a 19-percentage point increase (school safety).
- In most cases, the **positive changes are in the 50th-75th percentile**, as compared to nationwide. This indicates that the positive changes are on par with national peer respondents from higher than average performing school systems.
- Families (1 percentage point), elementary students (13 percentage points), and secondary students (19 percentage points) **all reported an increased feeling of safety in their school communities.**



Upcoming PPSD Initiatives to Improve Outcomes

- Finalize the district's **ESSER III plan to accelerate student learning**, in alignment with the LEAP Task Force Recommendations.
- Expand the number of mental health support providers in every school to support student and SEL outcomes.
- Deliver over **10,000 hours of Multilingual Learner focused coaching and support** to over 500 teachers.
- Enhance **professional development days** to support teachers and staff improve their practice.
- Develop a **dynamic data-dashboard** that will provide real-time data to school leaders and teachers to help drive and improve instruction
- Provide principals with coaching and supports to become instructional leaders in their schools.
- Continuing to **re-align the district's capital plan** with the TAP so new construction is focused on improving instruction.

